

UK&I Pay Gap Report

As of April 2023

A|M|S



Introduction

At AMS, we believe in harnessing the power of the collective. Encouraging and respecting diverse perspectives, underpinned by a truly inclusive culture, is the cornerstone of how we operate and, in turn, succeed.

I am pleased to provide the introduction to our 2023 UK&I Pay Gap Report. This builds on our previous gender reports, as well as our initial Ethnicity Pay Gap report in 2022, and I'm proud to say details our Social Mobility pay gap for the first time.

Diversity, Equity and Inclusion (DEI) are not only crucial in ensuring that our employees are treated with dignity, respect and fairness, but are critical levers in ensuring that our workforce is equipped for the future. Our commitment to fair practice is, therefore, a priority both for myself and my entire leadership team.

We are continuously working to increase our transparency and reporting across numerous different measures, to help in improving our understanding of both our communities and the barriers that might exist within our workforce.

Whilst Ethnicity and Social Mobility Pay Gap reporting are not currently mandated by the UK government, we are committed to being both open and accountable in these areas, in the hope that this will support us in creating the change we want to see across our entire organisation.

Thank you to our employees who have continued to disclose their information confidentially throughout our data disclosure campaigns – your trust in our organisation has enabled the production of this report and the associated actions.

I can confirm that the pay gap information published within this document is a true and accurate representation of our UK&I employee community, on the snapshot date of 5th April 2023.

David Leigh, CEO



Definitions

Gender pay is about measuring gender balance throughout an organisation.

It is different to equal pay.

Equal pay is a measure of whether males and females are paid equally for the same work or that of equal value.

Gender pay is not about measuring parity of pay for roles. It compares the average pay by gender for all roles collectively regardless of level or type.

It's a measure of how balanced the representation of men and women is throughout an organisation.

The mean pay gap is the difference between the average of men's and women's pay.



Average Male Pay

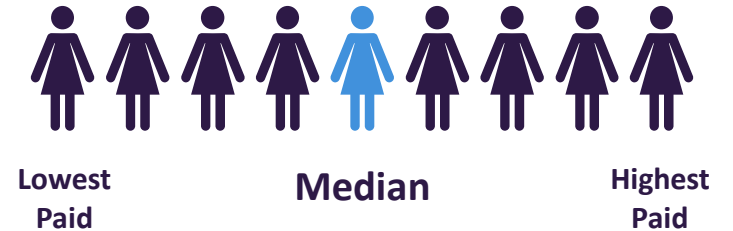


Average Female Pay

The median pay gap is the difference between the midpoints in the ranges of men's and women's pay.

It is calculated by ordering employees from those paid the lowest, to those paid the most.

It then compares the pay of the middle person in the female line, with the pay of the middle person in the male line.



Our Gender Pay Gap



Our **mean** gender pay gap is

8.2
%

This is lower than the UK gender pay gap of 10.7% (November 2023, ONS)

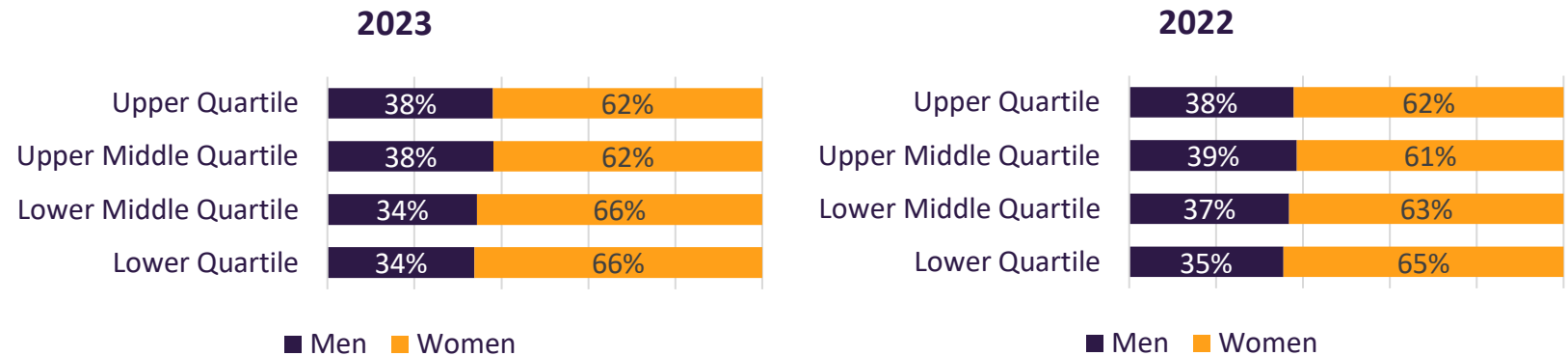
Our **median** gender pay gap is

4.7
%

This is considerably lower than the UK gender pay gap of 14.3% (November 2023, ONS)

Distribution across Quartiles

Quartiles help us to look at the distribution of our colleagues (by gender) across four equal groups of around 580 people, ranked by hourly pay. Generally, the lower quartile spans Career Levels 1 and 2, the lower middle spans levels 2 to 3, the upper middle spans levels 3 to 4, and upper quartile contains levels 5 and above



Our **mean bonus pay gap** is **27.6%**

Our **median bonus pay gap** is **4.7%**

85% of females and **87%** of males received a bonus in the year to April 2023.

Percentage of Women who received a bonus

85.0%

Percentage of Men who received a bonus

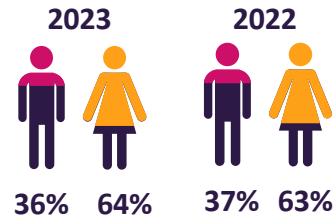
87.2%

Why We Have a Gender Pay Gap

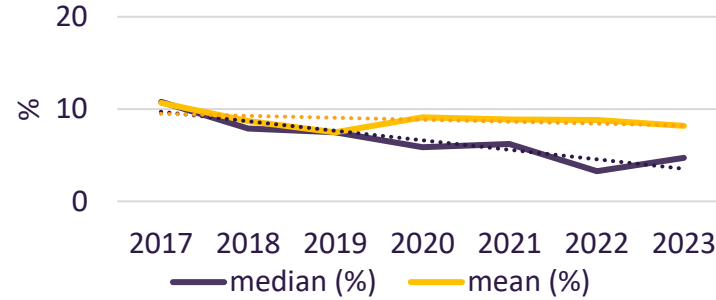
Our mean gender pay gap has reduced for the 3rd consecutive year (from 8.8% to 8.2%), helped by increased female representation at Career Levels 5 and 6.

Although the median has slightly increased (from 3.3% to 4.7%), it is the 2nd lowest since we began monitoring our pay gap in 2017.

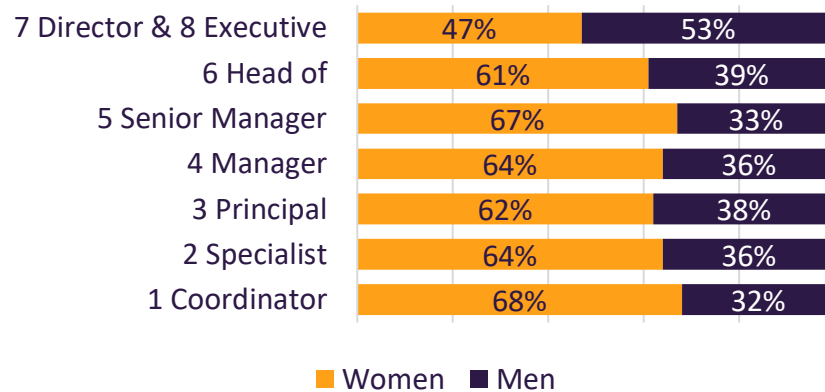
Our UK population has slightly reduced overall since 2022, but our gender balance has been maintained. Whilst women continue to make up about two thirds of our total workforce, they make up less than half of roles at our most senior levels (our highest paying roles) and this drives our gender pay gap.



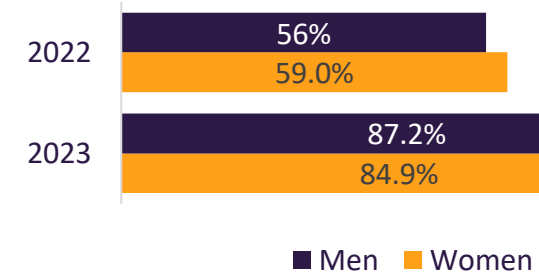
Mean and median gender pay gaps over time (2017-2023)



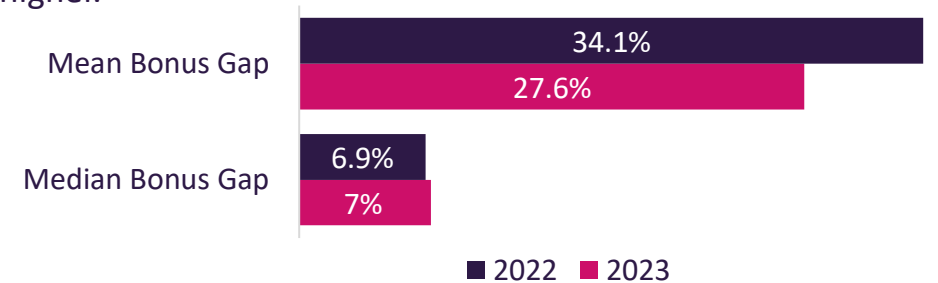
Proportion of women and men at each Career Level



The percentage of the population receiving bonus pay has increased to the highest levels since we started producing our pay gap reports, owing to the volume of new hires from 2021-2022 achieving annual bonus eligibility in 2023 after their waiting period.



Bonus pay gap has reduced (from 34.1% to 27.6%) – this continues to be primarily driven by the increased proportion of male colleagues at higher Career Levels where bonus pay is higher.



The median bonus gap has remained consistent, as the 2nd lowest median gap on record since 2017.

Our Ethnicity Pay Gap



Our **mean** ethnicity pay gap is

14.7
%

Our **median** ethnicity pay gap is

4.7
%

In line with CIPD Guidelines, this compares pay between White and Ethnic Minority employees.

On the snapshot date of 5th April 2023:

87% of our employees disclosed their ethnicity
(an 10% improvement year on year)

14% of them identified as being of Minoritized Ethnicities
(+1% year on year).

Our **mean** ethnicity pay gap has slightly **widened** (from 13.2% to 14.7%) but **median** gap has slightly **reduced** year on year (from 4.6% to 3.6%).

When we look at our UK&I employees across the four quartiles, we can identify that we have the **most ethnic diversity in** our lower and upper middle quartiles (spanning career levels 2 to 4), and the **least in our upper quartile** (levels 5 and above).

The ethnicity pay gap continues to be driven by the reduced representation of people of minoritized ethnicities at higher levels within the organization.



Our Ethnicity Bonus Gap

Our **mean** ethnicity **bonus pay gap** is **42.8%**

Our **median** ethnicity **bonus pay gap** is **25.4%**

77% of employees of minoritized ethnicities and **88%** of white employees received a bonus in the year to April 2023.

The ethnicity pay and bonus gaps do not begin to form until Career Levels 6 and higher, in direct correlation with the reduced proportion of staff of minoritized ethnicities at these levels in the business. At bands 6-8 the proportion of staff of minoritized ethnicities is below 3%, compared to almost 15% at Career Levels 1-3.

Percentage of ethnic minority employees who received a bonus

77.4%

Percentage of white employees who received a bonus

88.3%

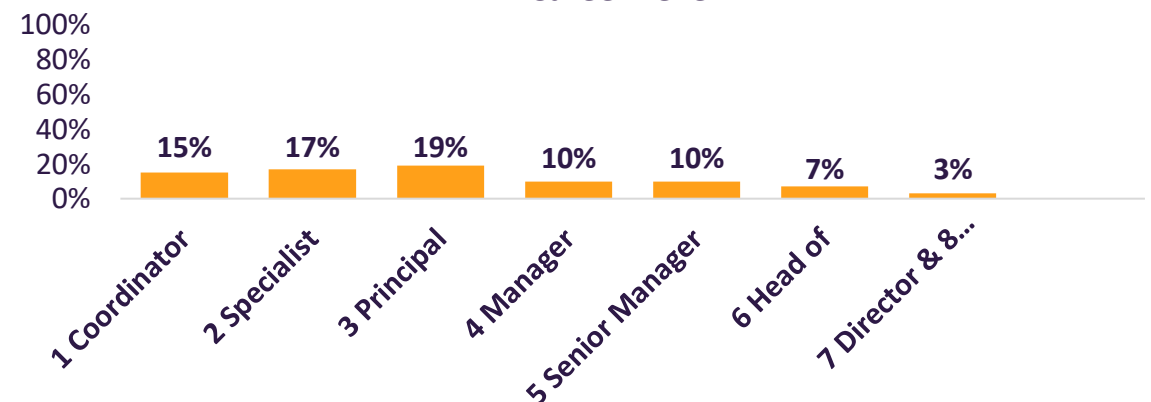
Why we have an Ethnicity Pay Gap

The primary reason for our Ethnicity Pay Gap relates to the reduced proportion of the ethnic minority population at higher Career Levels. The proportion of staff of minoritized ethnicities is 10% or higher at levels 1-5, but continually shrinks below this at levels 6 and above, to 0% at Career Level 8. This contributes to both the bonus and pay gaps.

Representation of people of minoritized ethnicities throughout the business has **continued to improve** – around 5% higher representation at all levels since 2021.

In particular, **representation of minoritized ethnicity colleagues** at the **upper middle quartile increased** from **13% in 2021** to 19% in 2022 and now **20% in 2023**. This is extremely positive and indicates that we are developing a **strong pipeline** of employees of minoritized ethnicities for **future** leadership opportunities.

Proportion of Employees of Minoritised Ethnicities within each Career Level



Our Social Mobility Pay Gap



What do we mean by ‘Social Mobility’?

Social mobility is the link between a person’s occupation or income, and the occupation or income of their parents. Social mobility is measured by comparing employee salary against their socioeconomic background, based on responses to one key question:

“What was the occupation of your main household earner when you were aged about 14?”

Depending on the answer, employees are classified as belonging to either Lower, Middle, or Higher-Income background as shown in the table below:

Social Group	Occupation of main household earner at age 14
Lower Income	Long-term unemployed (claimed Jobseeker’s Allowance or unemployment benefit for more than a year).
	Manual & Service Work
	Technical and Craft Occupations
Middle Income	Clerical/Intermediate Occupations
	Small Business Owner Employing <25 People
Higher Income	Modern & Traditional Professional Occupations
	Senior, Middle or Junior Managers or Administrators

What is the social mobility pay gap?

68% of employees provided a response that allowed us to classify their background into one of these groups. Shown below are the mean/median hourly rates of these groups and the pay gap when comparing mean/median pay for those from a Lower Income Background against those from Middle/Higher Income Backgrounds. As shown below, mean pay for those from a lower income background is **2%** lower than mean pay for the middle-income group, and **13%** lower than the higher income group*.

Income Group of Primary Household Earner at Age 14	Mean Hourly Rate	Mean Pay Gap	Median Hourly Rate	Median Pay Gap
Lower Income Background	£25.15	-	£21.49	-
Middle Income Background	£25.62	-2%	£22.37	-4%
Higher Income Background	£28.39	-13%	£23.11	-8%



Action we have taken to improve social mobility within our UK communities has resulted in us being ranked as a **Top 75 Employer for Social Mobility** (actual ranking 39)

*These calculations have been developed in line with recommendations from the **Social Mobility Foundation**

Activity to address our Pay Gaps

We're committed to progressing women, people of minoritized ethnicities, and those from lower socio-economic backgrounds at all levels of our business



This year we have:

- Embedded our Values of Authentic, Passionate and Bold into everything we do.
- Continued to improve our diversity data disclosure, with targeted campaigns to encourage colleagues.
- Increased our position in the Social Mobility Employer Index Top 75 Employers by four places, to 39th place
- Relunched our Ethnicity Action Plan with actions around:
 - ✓ Increasing representation in our global leadership community (Career Level 6 and above) – 18% by end of 2024
 - ✓ Committing to increasing our pipeline of ethnically minoritized and local talent colleagues at Career Levels 4 & 5
 - ✓ Senior Leadership commitment to actively support race equity
- Ensured a high enough socio-economic background data disclosure rate to allow us to calculate our social mobility pay gap for the first time.
- Started work to contextualise our DEI-related priorities within region.

Next year we will:

- Work with our UK&I Asian and Black employees to understand their **workplace experience** in greater depth
- Progress our **Ethnicity Action Plan 2024-26**
- Benchmark our approach to **maternity, paternity and parental leave**. From this, we will seek opportunities to follow positive market trends.
- Elevate the profiles of our **senior female leaders** both internally and externally
- Increase external awareness of AMS as a **flexible** workplace of choice
- Continue our membership of **Change the Race Ratio** campaign
- Continue to scale our Step Ahead, Sponsorship and Reverse Mentoring programmes to support the **development of our under-represented talent**
- Increase **collaboration with our ERGs** to spotlight development and promotion opportunities available to colleagues from underrepresented backgrounds.



Hear from our colleagues...

'Leaving a company after 15 years and joining a new one is always a difficult decision to make, but I must say 4 years later it was the best decision I ever made! The people are some of the best I have ever worked with, so kind, so passionate, it what's really makes the company so great! I have not long returned from maternity leave and within 4 months was honoured to be promoted to senior manager. I am so proud to say that I work for AMS!'

Suki Findon

Global Early Careers Recruitment Manager

'Gaining and retaining employment as a Disabled Person is never easy. That is why I have felt privileged to have not only secured employment with AMS but I have been able to promote and develop within my role, something which used to seem like a far-reaching dream.'

Jamie Shields

Disability & Accessibility Lead

'Having been fortunate enough to enjoy three periods of maternity leave during my career with AMS I cannot speak highly enough for the level of support I, and others, have been afforded. I have been lucky enough to always return into new and exciting opportunities, most recently that was due to receiving a promotion whilst I was off. AMS ensured I had visibility of the role, was supported through the interview process and then helped me with a phased return to work plan.'

Hayler Gower

Managing Director of Operations

'I know, first-hand, how it feels to be a Social Statistic. Always fighting against the current, in order to achieve 'the norm' - education, friendships, career to name just a few. I am proud to stand united with AMS who provides a safe space and empowers the education around Social Mobility to create a more peaceful and equal society.'

Everyone has a story to tell, but it's what you do with that allows Choice, Change and Chance!'

Marisa Baker

Client Services Manager



Appendix

Overview of Global Executive and Board level
Gender and Ethnic Minority Representation

Appendix

Overview of Global Executive and Board level Gender and Ethnic Minority Representation

Female Representation across the organisation

64%

Female Representation in our top executive positions*

75%

Female Representation on our Board of Directors

22%

**Does not include members of our Board of Directors*

- This is data on our global workforce
- We do not currently collect ethnicity data across our global community, due to local legislation and limitations, therefore the data reported here only reflects those colleagues who have been both able to, and have chosen to, disclose this data confidentially via Workday.
- We continue to work to improve our diversity data capturing processes.
- You can find out more about our Board of Directors [here](#), and our Executive Leadership team [here](#).

Representation of Minoritized ethnicity colleagues in our organisation

15%

Representation of Minoritized ethnicity colleagues on our Board of Directors

0%

Thank you.

Document Control

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